



**BUILDING  
EFFICIENCY,  
ELIMINATING  
WASTE**

**FRED BUIE**  
*President, Keystone Electrical Manufacturing*



# WHEN WE SEE A DISCOVERY, WE SHARE IT.

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SEPTEMBER 2016  
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Iowa Association of  
Business and Industry

Iowa Association of Business and Industry. "The Voice of Iowa Business since 1903" is the largest business network in the state (serving as Iowa's state chamber) with a long legacy of advocating for a competitive business climate in Iowa. ABI offers its nearly 1,500 member companies and their employees opportunities to network, learn best practices in lean processes, workforce, workers' compensation, controlling health care costs, employee drug testing, environmental issues and leadership. ABI works "to foster a favorable business, economic, governmental and social climate within the State of Iowa so that our citizens have the opportunity to enjoy the highest possible quality of life."

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## A VIEW FROM THE TOP



**Lori Schaefer-Weaton**

*ABI Chair*

*Agri-Industrial Plastics Co.,  
Fairfield*

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## Members are key to ABI's public policy success

Some of the most important work done by the Iowa Association of Business and Industry (ABI) each year relates to public policy. For 113 years, ABI has represented our members as the voice of Iowa business. The most important part of that work is the strong participation by ABI members in the development of and advocacy for policies that help Iowa grow.

When the annual policy development process is completed at this month's board meeting, members representing more than 100 companies will have participated in one or more venues throughout the state. That is terrific participation and it sets the stage for the real work that follows – communication with state administrators and elected officials of both parties all across Iowa.

You and your fellow ABI members are the key reason that ABI has experienced its award-winning public policy success over the past several decades. ABI has been fortunate to have some of the best public policy experts as staff members over the years and the current team is no exception. But even they tell us that you and your employees are critical to our success.

Legislators and state officials want to hear from you. They want to see your operations, meet your employees and learn about your business. They want to support policies that will help you grow your business and create jobs. The best way to help them do that is to invite them to visit your facility. When you open these lines of communication, you are doing the most important thing you can do to help advance ABI's public policy agenda.

Thank you for your strong participation in ABI's policy work and thank you in advance for your work with your legislative delegation.

Allow me to end with a note about next month's Advanced Manufacturing Conference and the second Legends in Manufacturing Awards Dinner, which is hosted by Elevate Advanced Manufacturing. Both events should be on your calendar (October 3-4 at Prairie Meadows Events Center) and I hope to see you there. Please go to [www.iowaabi.org](http://www.iowaabi.org) to find out more. In the meantime and as always, thank you for your support.

## EXPERT ADVICE

### Efficient Employees = Organizational Energy

It seems like we're always looking for ways to be more energy efficient with our buildings, homes and vehicles. But, have you ever considered how to become more energy efficient in your organization?

It starts with understanding that the catalyst of what we call "organizational energy" rests with your employees. As you look across your team members, keep in mind that you've got different kinds of energy. They include:

**Kinetic energy.** If you remember from your school days, kinetic energy is energy that is in motion. Moving water and wind are good examples of kinetic energy. Electricity is also kinetic energy because even though you can't see it happen, electricity involves electrons moving in conductors. Moving energy in your organization are employees that are engaged in moving the organization forward. They are competent in their jobs and passionate about what they do.

**Potential energy.** Potential energy is measured in the amount of "work" it does. Potential energy is stored energy. Examples of potential energy are oil sitting in a barrel, or water in a lake in the mountains. This energy is referred to as potential energy,

because if it were released, it would do a lot of work. Do you have potential energy sitting around in your organization just waiting to be released?

To make the most of your organizational energy, consider the following energy tips:

- Hire the right people and put them in positions where they can be the absolute best. Success breeds kinetic energy and becomes a conductor for more success in the future. At the same time, negative people breed negative energy if they are the wrong people in the wrong positions.
- Set clear expectations for employees and provide the tools and resources they need to succeed. Doing this will help you tap into the potential energy sitting in your organization waiting to be unleashed.
- Fuel energy by providing feedback. Reinforce positive behaviors and redirect those behaviors that need adjusted.

How you utilize your organizational energy can be the difference between good results and great results. Energy is everything. Your thought starts it. Those you influence are propelled by it. Great results come from it.



**Todd McDonald**

*ATW Training Solutions*  
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◀ EVENT REWIND



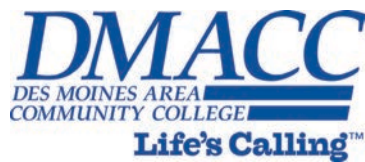
# Leadership Iowa University

AUGUST 7 - 11 | CENTRAL IOWA

Twenty top-notch students representing nine Iowa colleges are participating in the 2016-17 Leadership Iowa University (LIU) program, which kicked off last month. Students spent the first week of the program exploring Iowa companies, hearing from expert speakers on important topics and networking with Iowa leaders. Participants will also take part in two follow-up sessions, and each student will be assigned a mentor who currently works in his/her career field of interest.



THANK YOU TO OUR SPONSORS



AHEAD OF THE CURVE

# VOLUNTEERS HELP MAKE PROGRAMMING POSSIBLE



From industry advisors at Business Horizons to members of our various boards, volunteers play a critical role in the success of the ABI Foundation.

These individuals contribute hundreds of hours each year to help educate the future civic and business leaders of our state.

But it's not all work, and it's not just the participants who benefit. Ask anyone who has attended these programs as a volunteer and they will tell you that even the volunteers walk away from these experiences enriched.

There are growth opportunities, not only for those participating in ABI Foundation programs, but for those helping to produce the programs.

Thank you to all our wonderful volunteers who help ensure ABI Foundation programming is successful year after year.

Are you interested in taking a more active role in the Foundation?

Here are four ways to get involved:

## BUSINESS HORIZONS

This weeklong business program for high school students is powered by volunteers. Our industry advisers guide their student groups throughout the week and have the greatest amount of interaction with our participants. Professionals in banking, finance, human resources and marketing are needed to serve as judges who provide valuable feedback.

## LEADERSHIP IOWA UNIVERSITY

Each Leadership Iowa University student is paired with a business professional in their field of interest. This is a great opportunity to help mentor and mold Iowa's future leaders.

## REPRESENT THE FOUNDATION AT ABI EVENTS

Events such as the ABI Executive Open are important fundraising opportunities for the foundation. Volunteers serve as the face of the organization and help generate financial support while interacting with ABI members.

## TELL OTHERS ABOUT FOUNDATION PROGRAMMING

One of the most important things you can do is help spread the word about the great opportunities available to Iowans, whether they are high school students or established in their careers. Talk about the valuable experiences you, your children and your employees have had participating in Leadership Iowa, Leadership Iowa University and Business Horizons so others can get involved, too!

Contact Kay Neumann-Thomsa at [kthomas@iowaabi.org](mailto:kthomas@iowaabi.org) or 515-235-0564.



**DON'T MISS OUT ON THE MOST USEFUL TOOL IN MANUFACTURING.**

**2016 ADVANCED MANUFACTURING CONFERENCE**

**OCTOBER 4, 2016, 8 AM**

Prairie Meadows Events Center | Altoona, Iowa

This year's Advanced Manufacturing Conference will be more valuable to your business than ever. Make sure you attend the only statewide celebration of Iowa's iconic industry. Plus, attend the Legends in Manufacturing Awards the evening of October 3. For details on both events, go to [bit.ly/AmCon16](http://bit.ly/AmCon16).



## CALENDAR OF EVENTS

## CAPITOL BUSINESS

**SEPTEMBER 14****ABI Board Meeting**

ABI Office  
400 E. Court Ave., Suite 100, Des Moines  
10:30 a.m.

**SEPTEMBER 26-30****Employee Voter Registration Week**

Statewide

**OCTOBER 3****Legends in Manufacturing Awards Dinner**

Prairie Meadows Event Center  
1 Prairie Meadows Drive, Altoona  
6 p.m.

**OCTOBER 4****Advanced Manufacturing Conference**

Prairie Meadows Event Center  
1 Prairie Meadows Drive, Altoona  
8 a.m.

**OCTOBER 12-14****Leadership Iowa Opening Session**

Red Oak

**NOVEMBER 9****ABI Board Meeting**

ABI Office  
400 E. Court Ave., Suite 100, Des Moines  
11:30 a.m.

**NOVEMBER 10-11****Leadership Iowa Session II: Agriculture/Renewable Energy**

Sioux City



## PROMOTE PARTICIPATION DURING EMPLOYEE VOTER REGISTRATION WEEK

This year, we have a unique opportunity to shape our state and nation's future. Not only will we elect a new president to the White House, we will also elect one-third of the U.S. Senate and Iowa's entire delegation in the U.S. House of Representatives.

Iowa will also elect half of the Iowa Senate's seats and all seats in the Iowa House of Representatives. Three seats are up for retention on the Iowa Supreme Court, as are four seats on the Iowa Court of Appeals.

Each vote makes a difference. That's why the Iowa Association of Business and Industry is participating in Employee Voter Registration Week (EVRW), Sept. 26-30, and we encourage our members across the state to do the same.



At the time of the last presidential election in 2012, an estimated 51 million eligible U.S. citizens (one in four) were not registered to vote. Nearly 25 percent of the population sat on the sidelines as America selected a president and other members of our federal and state governments. Of course, that percentage increases even more when those who are registered but don't participate are taken into consideration.

America works better when Americans vote, and studies show that workers find their employers to be among the most trustworthy sources of information when it comes to issues like voting and elections.

Employee Voter Registration Week is an effort to increase the number of registered, eligible private sector voters across the country.

The initiative does not tell employees how to vote or whom to vote for. Instead, our goal is to promote overall civic engagement and register more than 100,000 new voters around the country.

Encourage your staff to participate and take part yourself by visiting [www.iavotes.com](http://www.iavotes.com) to check out the EVRW toolkit. Commit to educating your employees on the importance of registering to vote so they can fulfill their civic duty this Nov. 8.

Here are some ways you can participate:

- Send an email to your employees with instructions on how to register to vote. Iowans can now register to vote online, which makes the process easier than ever.
- Spread awareness by including information about EVRW and [www.iavotes.com](http://www.iavotes.com) through your employee communications, newsletters, closed circuit television, etc.
- Partner with other employers in your area to host a voter registration drive.

Visit [www.iowaabi.org](http://www.iowaabi.org) and click the "Events" tab for details on upcoming events.



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WASTE**

FRED BUIE  
*President, Keystone Electrical Manufacturing*

PHOTO BY DUANE TINKEY





Iowa energy companies are at the forefront of doing their part to reduce their carbon footprint, and to protect the environment and preserve natural resources with the production of renewable sources of energy and the creation of more trails and other green spaces.

ITC Midwest has a holistic approach when it comes to sustainability efforts. It starts in the office but is most visible with natural greenways, restored prairielands, sowing milkweed to rebuild the monarch butterfly population, and planting trees to provide vegetation management.

“I think where you really see it manifest itself is how we operate and maintain our transmission lines,” said Krista Tanner, president of ITC Midwest. “I think that’s where you’ll see the largest impact.”

The independent electricity transmission company operates more than 6,600 miles of transmission lines in Iowa, Minnesota, Illinois and Missouri that deliver energy to Alliant Energy, municipal utility companies, as well as some of MidAmerican Energy Co.’s wind farms. Tanner said wind energy is 41 percent of the capacity connected to company’s system.

“Our customers might not see the work we do in our facilities, but they see the work we do in connecting with wind and these native prairie areas,” she said.

Vegetation management is a huge component of maintaining high-voltage power lines and transmission corridors. ITC has selectively removed trees and other greenery that is too large to be located within the corridors—it could cause a widespread power outage—and replaced it with grasses, wildflowers and low-growing shrubs.

The company also educates the public and property owners through its “Right Tree, Right Place” program, which explains the plants that can be safely planted near transmission lines. In some areas, ITC has been able to create greenway trails for pedestrian and bicycle traffic.

Day-to-day, employees use and purchase environmentally friendly materials and eliminate waste within all of ITC’s facilities through recycling and responsible usage of materials. The company has a green team and conducts waste audits to identify items for reuse and recycling. About 49 percent of the waste generated at their Michigan headquarters is recycled. The company’s four warehouses are working toward a zero landfill waste goal. In the past few years, the amount of warehouse waste that has gone to the landfill has decreased by 50 percent. The Iowa City warehouse has a rain garden to reduce stormwater runoff from the site. The Cedar Rapids facility is located downtown to help reduce urban sprawl.

“We are excited and proud of our sustainability efforts,” Tanner said.

Other Iowa companies have worked to find alternative renewable sources of energy.

Troy and Amy Van Beek created one of the first solar energy companies in Iowa when they founded Ideal Energy Solar in 2009. The company was created out of necessity when the two discovered a lack of the types of technology and energy needed to expand the Abundance Ecovillage in Fairfield and later to implement a sustainability plan Troy helped create for the city, said Amy Van Beek, who is the company’s creative marketing director.

“We realized these technologies were going to be growing in the state, and we wanted to be able to help implement them,” she said.

It took a few years to get people on board with the idea of solar energy. “There was a lot of ‘I didn’t think solar worked here because we have winter,’” Amy Van Beek said. “There were all kinds of misconceptions about the technology at the time.”

By 2011, solar energy became a more viable option with tax incentives and energy rebates, which allowed most businesses to receive a payback within six to 10 years. Ideal Energy installed most of their initial projects

CONTINUED ON 10B >>

## HY-VEE

### NEW PROGRAM CUTS FOOD WASTE AT STORES STATEWIDE

In May 2015, Hy-Vee, Inc. implemented a food waste diversion program as part of its overall sustainability efforts. Most of its 110 Iowa stores and 35,000 employees participate in the program.

Hy-Vee’s food waste reduction efforts start with inventory — shelves are managed so there’s less waste to begin with. Products that are still safe to eat are donated to local charities, benefiting Iowa communities. More than 16 million pounds of food was donated companywide in fiscal year 2015. Finally, any unusable or inedible food is recycled, significantly benefiting the environment.

Through partnerships with zero-waste recycling companies, Hy-Vee collects unusable items, such as food scraps, floral trimmings, cardboard and clean paper, and turns them into useful compost. Stores divert more than 2 million pounds of food waste from landfills each month and many Hy-Vee locations offer their composted waste for purchase at the store, providing customers greater access to quality compost.

## JOHN DEERE DES MOINES WORKS

### LED LIGHTING, HEATING SYSTEM UPGRADES REDUCE ENERGY USAGE

John Deere is committed to reducing our energy usage per ton of product by 15 percent by the end of 2018. John Deere Des Moines Works, specifically, is focused on reducing our factory lighting energy usage by converting our conventional lighting to Light-Emitting Diode (LED) lighting. This conversion has the potential to reduce our lighting energy usage up to 75 percent.

John Deere Des Moines Works has converted 35 percent of its factory and office lighting over to LED and plans to continue this conversion effort over the next several years. In addition to the energy savings, LED lighting provides a more natural lighting experience and reduces lighting maintenance up to 90 percent.

John Deere Des Moines Works recently completed a heating and ventilation project in its laser cutting building and was able to use the laser heat for supplemental heating of the building in the winter and eject unwanted laser heat from the building in the summer. This new system reduces energy usage over the old legacy system by 28 percent. – Tom Noble, environmental manager, John Deere Des Moines Works

“WE ARE  
EXCITED AND  
PROUD OF OUR  
SUSTAINABILITY  
EFFORTS.”

KRISTA TANNER  
President, ITC Midwest

# “RENEWABLE ENERGY IS OUR FUTURE.”

DEBORA BLUME | Director of Communications, MidAmerican Energy

in Fairfield. Since then, the company has grown exponentially every year and now employs 30 people. Its customer base has expanded to surrounding states including Missouri, Minnesota and Illinois.

Solar energy has proven to be a huge payback for companies – the way solar is installed is that any excess power that is produced but not consumed is being pushed back onto the power grid. The owner's meter runs backward, thus giving them a credit from the utility company.

Amy Van Beek said solar power has helped Steffensmeier Welding & Manufacturing in Pilot Grove, Iowa, save \$92,000 a year in electrical costs. The company received its return on its investment within four to six years of installing solar power.

Ideal Energy also has worked to increase sustainability within the company, Amy Van Beek said. Two years ago, the Van Beeks purchased a 30,000-square-foot building in Fairfield to convert into its headquarters. They had an efficiency audit conducted, and as a result, converted lighting to high efficiency, added insulation and installed a high efficiency furnace. Solar panels will be installed by the end of the year.

On a daily basis, Ideal Energy employees recycle scrap metal, cardboard and other leftover materials. The company switched to only using panels and parts produced in the United States. Employees are encouraged to buy local and ride their bicycles to work.

Ideal Energy dabbled in wind energy when the company was first founded but has turned its attention solely to solar and energy storage solutions.

Meanwhile, MidAmerican Energy is preparing to embark upon a large wind project where 1,000 turbines located in six or seven locations throughout the state will provide energy to power the equivalent of 800,000 Iowa households.

Earlier this year, MidAmerican officials announced their 100 percent renewable vision with part of that being Wind IX. The project is up for approval before the Iowa Utilities Board in late September.

The Wind IX project is a \$3.6 billion project that will add 2,000 megawatts of wind power. By the end of this year, MidAmerican's wind projects will produce 4,000 megawatts. Currently, 57 percent of MidAmerican's power comes from wind energy. This next phase will boost it to 85 percent.

“We're able to add this at no net cost to customer partially because of the production tax credit,” said Michael Fehr, vice president of resource development for MidAmerican. “This is a very big project, a \$3.6 billion project, which is a very large development project for the state of Iowa. Not just a wind project, but any kind of project.”

He said the company has no target date for its 100 percent renewable vision but wants to continue to produce as much renewable energy each year as its customers can use. Some energy will still come from coal, but it will become less of a source of energy in the state. In 2004, 70 percent of MidAmerican's capacity came from coal and nothing from wind.

“Having balance in our generation mix is important to provide affordable and reliable service for our customers,” said Debora Blume, director of communications for MidAmerican Energy. “We will not be doing away with our coal generation, but we won't be building any more fossil-fuel generation. Renewable energy is our future.”

MidAmerican's Wind IX project will help Iowa surpass more than 40 percent of its energy being produced by wind, company officials said. Currently, according to the Iowa Wind Energy Association, Iowa ranks No. 1 with 31.3 percent of its total state energy generation being produced by wind.

Fehr said solar energy would be part of the company's work to reach its 100 percent renewable energy goal but that it won't play as big of a role as wind energy. The company submitted a pilot solar power project to the Iowa Utilities Board earlier this year, but MidAmerican officials didn't think the board would take up the proposal.

“It's hard for anything to compete economically with wind,” Fehr said. “We're constantly trying to find ways to install economical solar.”

MidAmerican Energy offers energy audits to customers where they can have their business examined to find ways to operate more efficiently and use less energy.

Keystone Electrical Manufacturing Co. in Des Moines has taken advantage of MidAmerican's energy audit program to reduce the company's greenhouse emissions and carbon footprint by 50 percent since 2010. The company replaced inefficient lighting and fixtures, and cut heating and cooling losses through various methods. MidAmerican gave Keystone a rebate for the lighting work, and the company received a tax credit, which helped them quickly pay back the cost of the project.

“The program MidAmerican offers is an incredible resource,” said Fred Buie, chief executive officer of Keystone. “It doesn't cost you anything to do it, and they have rebates that come directly from MidAmerican, plus you get the tax credits.”

Company officials have conducted an emissions inventory through the Iowa Department of Natural Resources to uncover all sources of emissions and the chemicals Keystone uses.

Buie said the company discovered its highest sources of emissions were through painting and welding. As a result, it switched to low VOC (volatile organic compound) paints and more green cleaning solvents. They've also re-examined their welding practices and have sought more environmentally friendly welding supplies.

Buie was part of a group that met with President Barack Obama last year to discuss ways his company has reduced its energy consumption. Keystone provides substation controls and electric control relay panels to energy companies to monitor the flow of the energy in and out of the power grid.

“The intent of the meeting was to talk about global warming, the whole environmental issue and what are some of the things we as a company are doing to reduce our carbon footprint,” Buie said. ■

# JEANA GOOSMANN

THE CEO'S ATTORNEY



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# Legends

Honoring Iowa's  
Manufacturing Leaders

## A CELEBRATION OF IOWA'S ICONIC MANUFACTURING INDUSTRY

OCTOBER 3, 2016 | 6 P.M.

Prairie Meadows Events Center

Join us as we recognize those who've helped Iowa manufacturing evolve into the industry it is today. **Visit [iowaabi.org](http://iowaabi.org) to register.**

Plus, make plans to attend the **Advanced Manufacturing Conference** on Oct. 4.

### EYE ON INDUSTRY

## 2016 Advanced Manufacturing Conference offers insight on challenges facing the industry today

Emily Schettler | Iowa Association of Business and Industry | [eschettler@iowaabi.org](mailto:eschettler@iowaabi.org)

When you have questions about a piece of equipment on your shop floor, you consult your operator's manual. But where do you turn for answers to the challenges facing your business? Those solutions are often more difficult to track down.

The 2016 Advanced Manufacturing Conference on Oct. 4 in Altoona serves as that resource. This year's lineup of presenters offers the expertise and insight needed to help tackle the most pressing challenges facing Iowa manufacturers today.

Marci Rossell, former CNBC chief economist and finance speaker, will headline the event along with motivational safety speaker Richard Hawk.

Rossell served as the popular, lively chief economist for CNBC in the months immediately following Sept. 11, and provided insight on the financial turmoil that followed in a way that was interesting and easy for viewers to understand.

Rossell is known for her authenticity and ability to take complex economic issues and make them relevant to people's lives, families and careers. She will provide expert analysis on the economy in the run-up to the presidential election.

Hawk, meanwhile, has more 30 years of experience in the field of safety and health. He helps companies create vibrant safety cultures by teaching employees how to develop habits that eliminate accidents.

In addition to these dynamic speakers, the 2016 Advanced Manufacturing Conference features a series of workshops that explore issues important to any manufacturer:

- Learn how to accelerate the development of new products with innovations such as metal additive manufacturing.
- Hear from Iowa-based Zoetis about the company's experience implementing lean practices.
- Stay current on important regulatory changes at OSHA, the Department of Labor and other agencies that could affect your business.
- Gain insight on how to simplify your financial business model, improve profitability and identify new growth opportunities.

Those are just a few highlights from an exceptional lineup of experts and peers. A full list of workshops and descriptions is available at [bit.ly/AmCon16](http://bit.ly/AmCon16).

The Advanced Manufacturing Conference is the resource manufacturers need to keep business running smoothly. Don't miss this opportunity to learn from experts and seek guidance on how to grow your business. **Plus, make plans to join us at the Legends in Manufacturing Awards Dinner on Oct. 3.**



**Marci Rossell**

*former chief economist & finance speaker, CNBC*



**Richard Hawk**

*motivational safety speaker*

TOP TIPS

# Energy credits in tax bill benefit residential, commercial builders

Investors, developers, designers, contractors, and others involved in building or renovating residential or commercial buildings may benefit from new “tax extender” legislation, which prolongs the existing sustainability incentives in real estate development and diminishes some of the uncertainty that has surrounded these rules in past years.

**Section 45L: home credit**

Investors and developers of residential buildings may qualify for credits of up to \$2,000 per qualifying unit. The credit applies to apartments, condominiums, mixed-use developments production homes, and senior, student and affordable housing. The buildings must be three stories or less above grade, and should be constructed and leased over the last three years.

**Section 179D: commercial building deduction**

Section 179D building deduction allows the owner of a commercial building to receive a tax deduction for a building that is constructed or renovated in an energy-efficient manner. It provides an immediate first-year tax deduction for specific energy-efficient portions of a new or remodeled com-

mercial building. A maximum deduction is allowed if the overall components attain a 50 percent energy savings compared to standard, limited to \$1.80 per square foot. An opportunity also exists for government entities. Although they do not pay federal taxes, they can assign tax benefits to tax-paying commercial businesses involved in designing these buildings, such as architects, engineers, contractors and energy service providers.

These credits originally expired on Dec. 31, 2014, but under the amended provisions, the credit deductions are extended until Dec. 31, 2016.

The benefits of building green extend beyond the environment, the longterm savings of efficient, sustainable building practices are significant. As energy-related tax incentives have grown, so have the strategies to capitalize on the opportunities they create. Independent certifications can help maximize tax deductions and improve a company’s bottom line. CliftonLarsonAllen has helped numerous clients take advantage of these valuable credits.



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## JUST ONE MINUTE.

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Iowa Community Foundations is an initiative of the Iowa Council of Foundations

BY THE NUMBERS

**31 percent:** The number of survey respondents who ranked their employer as the **most credible source** of information for an employee on **political and public policy issues**, in a BIPAC survey conducted following the 2014 election.

Employers were considered the most credible source, followed by:

- Political parties – 28 percent**
- Labor unions – 16 percent**
- News/media – 3 percent**
- Own research – 3 percent**

Of those who heard from their employer in the last election cycle, **63 percent** found the information shared made them more likely to vote and *86 percent* found the information helpful.

Of those who heard from their employer, **43 percent** registered to vote and *63 percent* did more to learn about an issue.

Source: BIPAC



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Learn more about how ABI membership could benefit your company by visiting

[www.iowaabi.org/membership/why-abi](http://www.iowaabi.org/membership/why-abi).

EMBARRASSED EXECUTIVE

## Q. Why are potential employees saying “No” to my company?



**Holly Poort**

Manpower  
holly.poort@  
manpowerdm.com

**A. Human Resource professionals agree, the No. 1 reason applicants reject a job opportunity is compensation, but most candidates decline before an offer is even presented.**

To be competitive in a candidate-driven economy, investing in the applicant journey is crucial in attracting and engaging top talent. Pay and benefits can drive employment, but how do you attract the best people when you have a limited budget?

**Provide compelling interview experience**

Whether it's the first phone screen or an in-person interview, make sure your hiring manager is presenting the company in a way that showcases all its greatest aspects. Know your target audience, and appeal to candidates by forming a clear image of your company's vision and culture. If the initial interaction does not convey a unique and attractive place to work, you've lost them. During this talent crunch, timely response is everything. Every candidate you consider, interview or do not hire, should receive a positive overall experience. Rather than waiting to receive a thank you from an interviewee, consider sending one yourself.

**Improve your corporate reputation**

Job postings go unanswered when a company's image is lacking. Within the community, improve your relationships by establishing more trusted partnerships with influencers, customers and clients. Within the website and job description, invest time in creating accurate descriptions of your work environment, achievements, benefits, culture, and perks to engage candidates to apply. Ask for online testimonials and respond quickly to any comments made on social media. Timely responses demonstrate transparency and a commitment to excellent customer service.

**Emphasize career advancement**

Some companies lack a formal development plan that creates a career path. Today's job seekers look for internal advancement, ongoing training development and methods for work-life balance. Inviting conversations focused on future growth will help demonstrate your vision and encourage commitment.

Attracting the best candidates and your future leaders is all based in your company's value proposition. To get the most out of your recruiting efforts, align your brand marketing experience in a way that resonates with top talent. This will ensure the candidates are focused on the opportunity and less on the compensation.

### ARE YOU AN ABI MEMBER? CHANCES ARE THE ANSWER IS YES.

ABI is Iowa's oldest and largest business network, representing almost **1,500 businesses** of all types and sizes employing **over 310,000 Iowans** in all **99 counties**. If you are not sure if your organization is a member of ABI, contact Dorothy Knowles at 515-235-0568 or [dknowles@iowaabi.org](mailto:dknowles@iowaabi.org).

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